Ministry of
Public Safety and
Solicitor General

2003/04
Annual Service Plan Report

BRITISH
COLUMBIA

National Library of Canada Cataloguing in Publication Data
British Columbia. Ministry of Public Safety and Solicitor General.
Annual Service Plan Report. — 2002/03 —

Annual.
Continues: British Columbia. Ministry of Public Safety and Solicitor General. Annual report. ISSN 1703-2709.
ISSN 1705-9585 = Annual service plan report — British Columbia. Ministry of Public Safety and Solicitor General.

1. British Columbia. Ministry of Public Safety and Solicitor General — Periodicals. 2. Criminal justice, Administration of — British Columbia — Periodicals. 3. Police administration — British Columbia — Periodicals. I. Title. II. Title: Ministry of Public Safety and Solicitor General . . . annual service plan report.

KEB430.A76B74 353.4'3'0971105 C2003-960130-7
KF3965.A8B74

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Published by the Ministry of Public Safety and Solicitor General

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Accountability Statement

The 2003/04 Ministry of Public Safety and Solicitor General Annual Service Plan Report was prepared under my direction and in accordance with the *Budget Transparency and Accountability Act*. This report compares the actual results to the expected results identified in the ministry's 2003/04 Service Plan. I am accountable for the ministry's results and the basis on which they have been reported.

Honourable R. T. (Rich) Coleman
Solicitor General
Ministry of Public Safety and Solicitor General

June 15, 2004

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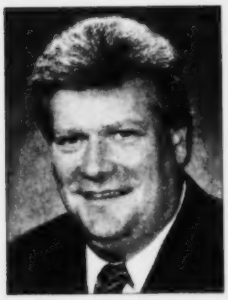
BRITISH COLUMBIA

Ministry of Public Safety and Solicitor General



It is with pleasure that I introduce the Ministry of Public Safety and Solicitor General 2003/04 Annual Service Plan Report. This report provides an update on the ministry's activities and performance during the fiscal year ended on March 31, 2004.

Over the past year, this ministry has worked hard to achieve its goals. We have a strong, skilled workforce of professionals who are dedicated to serving the public and our communities. We take pride in our accomplishments, including: enhancing the effectiveness and efficiency of policing, supporting communities in increasing public safety, supporting victims of crime, maintaining safer streets, effectively responding to emergencies, such as forest fires and flooding, promoting responsible gaming and liquor industry practices, and enhancing the regulatory environment of consumer services industries.

This report reflects our continued efforts to fulfil our mission of ensuring the security and economic vitality of communities through effective policing, corrections, liquor and gaming control, and other protective and regulatory programs. Subsequent reports will detail the ministry's success in implementing the *Service Plan 2004/05 – 2006/07,* released on February 17, 2004.

Honourable R. T. (Rich) Coleman
Solicitor General
Ministry of Public Safety and Solicitor General

June 15, 2004

Year-at-a-Glance Highlights

Enhancing Effectiveness and Efficiency in Policing

- Expanded the Police Records Information Management Environment (PRIME) to progress toward connecting all police departments and RCMP detachments in the province, making British Columbia the first jurisdiction in Canada to adopt a provincewide, online police records management system.
- Expanded the bait car program, in conjunction with ICBC, from Vancouver to 16 other lower mainland communities to catch car thieves and deter auto thefts.
- Completed amalgamation of Chilliwack, Hope, Agassiz and Boston Bar RCMP detachments and Grand Forks and Midway detachments, resulting in less duplication of services, improved training and career opportunities for police officers, and reduced operating costs.
- Completed integrated police service and investigative units that focus on, for example, gaming, organized crime, homicide or securities.

Responding to Emergencies and Disasters

- Demonstrated the effectiveness of the provincial emergency response structure through its greatest test to date as the province experienced an extraordinary number of widespread emergency events. The Provincial Emergency Program Emergency Coordination Centre handled over 260,000 calls involving 6,200 emergency incidents, 940 Search and Rescue operations, three major flooding events, and 22 significant urban interface fires. More than 55 evacuation orders were issued to remove people from harm's way.
- Contributed to enhanced public safety through a three-year commitment of $125,000 annually to the Canadian Avalanche Foundation to allow for expansion of snow-safety information coverage to backcountry users, and to contribute to building avalanche safety programs.

Supporting Communities in Increasing Public Safety

- Coordinated the first Provincial Meeting of Local Governments on Crime Prevention and Community Safety, bringing together nearly 100 senior government officials to support the development of community-based crime prevention strategies through a new municipal network.
- Provided $350,000 in funding to support schools and communities with strategies that enhance public safety and local crime prevention efforts.
- Provided $135,000 in funding to support communities in developing local initiatives to address the sexual exploitation of youth and prostitution-related issues, and supported the development and delivery of two annual provincial sexual exploitation forums and Stop the Sexual Exploitation of Children and Youth Awareness Week.
- Delivered a provincewide workshop series on restorative justice and the *Youth Criminal Justice Act*.

- Developed and distributed the Safe Communities Kit, designed to assist communities and individuals in preventing crime and enhancing public safety.
- Participated in the development and distribution of *Gangs: Take a Stand*, a 25-minute video that aims to inform parents and other community members what youth gangs do, who is at risk, and what to do if a child is suspected to be involved in gang activity.
- Provided funding and support to the B.C. Safe Schools and Communities Centre, which has relocated to the University College of the Fraser Valley to enhance accessibility of services and partner with the post-secondary academic community.
- Coordinated a meeting of government, police and private agencies to provide recommendations to the Chief Coroner for prevention of child and youth motor vehicle fatalities.
- Participated in a provincewide high school program (PARTY) aimed at preventing alcohol- and risk-related trauma in youth by presenting front-line experiences of coroners, police and emergency health service providers related to youth injuries and fatalities.
- Developed the B.C. Coroners Service website to provide agencies and the public with information to assist in fatality prevention, including safety bulletins relative to recent fatality trends.[1]
- Improved service delivery to the private security industry by launching a new website tailored to that client group.[2]
- Enhanced public safety by implementing an electronic transfer of criminal protection order information from court registries around the province to the Protection Order Registry at Security Programs.

Supporting Victims of Crime

- Established eight new community-based programs for victims of crime to enhance support and resources for people who have been impacted by family or sexual violence, increasing the provincial total to 60 community-based and 90 police-based programs.
- Implemented VictimLINK, a multilingual, 24-hour help and information line for victims of crime.
- Supported the development of resource manuals and the delivery of 16 regional workshops aimed at providing victim services workers with the knowledge and skills to assist and support victims of crime. This year, the workshops focused on two diverse communities and cultures: Aboriginal peoples and members of the Lesbian, Gay, Transgendered and Bisexual community.
- Updated and distributed the brochure *Speaking of Abuse, Violence Against Aboriginal Women in Relationships*.
- Established the Victim Safety Unit to promote victim safety by providing victims with access to offender information through manual notification to protected parties of changes

[1] http://www.pssg.gov.bc.ca/coroners/

[2] http://www.pssg.gov.bc.ca/pisa/

in the custodial status of offenders, and through Victim Information and Notification Everyday (VINE), an automated telephone message system.

Maintaining Safer Streets

- Improved and automated routine transactions in road safety programs, thereby increasing the ability of the Office of the Superintendent of Motor Vehicles to focus on driver safety.
- Enhanced the Graduated Licensing Program to further improve new driver safety by lengthening the program's learner and novice stages, introducing a novice stage passenger restriction, and establishing a novice stage safe driving incentive by requiring novice drivers who have been prohibited from driving to start over at the beginning of the novice stage.
- Announced enhancements to policies on drunk driving, targeting drivers who receive roadside suspensions with tougher interventions, including new prohibitions when drivers receive two roadside suspensions in two years.
- Increased requirements for commercial vehicle operators to complete driver medical examinations more frequently.

Promoting Responsible Gaming and Liquor Industry Practices

- Enhanced the Problem Gambling Program, which includes free, confidential problem gambling clinical and prevention services and a 24-hour toll-free telephone counselling and referral line.
- Implemented the Responsible Gambling Strategy, which has the following components: the Partnership for Responsible Gambling with the B.C. Lottery Corporation and the gambling industry; advertising and marketing standards for the gambling industry; the Responsible Gambling website[3]; a provincewide public awareness campaign on the availability of services for people with gambling problems; and counselling and referral services information made clearly visible at gaming facilities.
- Implemented the Illegal Gambling Strategy, including establishing the Integrated Illegal Gambling Enforcement Team, joining dedicated RCMP officers with branch investigators to pursue more complex illegal gambling investigations.
- Completed regulatory changes to ensure appropriate trade practices between liquor suppliers and licensed establishments.
- Conducted a review of the Responsible Beverage Service educational program for servers and licensees.
- Trained all liquor inspectors in recognizing the symptoms of intoxication and in interpreting and applying the overcrowding provisions in the *Liquor Control and Licensing Act*.

[3] http://www.bcresponsiblegambling.ca

Regulating Consumer Services Industries

- Introduced legislation to strengthen and modernize consumer protection and create a better environment for business. The *Business Practices and Consumer Protection Act* consolidated six consumer statutes, providing clearer and consistent language, reducing overlap, and addressing new areas of consumer law, such as Internet sales. The *Business Practices and Consumer Protection Authority Act* established an independent authority operating at arm's length from government that is responsible for a range of licensing, inspections, investigations and enforcement, and will move regulation of businesses to a full cost-recovery model. The *Cremation, Interment and Funeral Services Act* deals with specific aspects of the cemetery and funeral services industry not covered under the two previous acts, providing greater clarity, more accurate definitions and a straightforward process for the establishment, operation and closure of cemeteries and crematoria.
- Brought the new *Residential Tenancy Act* and *Manufactured Home Park Tenancy Act* into effect, with enhanced protection for both landlords and renters. Highlights include allowable rental increases, a deposit of one-half month's rent to protect against damage done by pets, improved security deposit provisions, and clear, easy-to-understand regulations.
- Repealed the *Commercial Appeals Commission Act* and established a new financial services tribunal to hear appeals of decisions made under legislation affecting the financial and real estate sectors. This more focused appeal process reflects the technical nature of the issues in these industries, resulting in increased efficiency and effectiveness.

Enhancing Human Resources and Information Technology

- Created a dedicated strategic human resources (HR) planning team that works to align HR activities within the ministry to specific business objectives. The team provides a number of value-added services to ministry executive, such as leadership development, change management, business planning and occupational safety and health support, as well as actively participating in numerous government-wide projects, such as the Employee Performance and Development Plan initiative and development of the new Corporate HR Plan.
- Implemented seven new software applications within the ministry's various business lines, including the first integrated information system, combining Film Classification, Private Investigators and Security Agencies, and Gaming, on one licensing system called FIGARO. A new Electronic Victim Information System, a Responsible Gambling Information System, and enhanced functionality for the Liquor Control and Licensing Branch's POSSE system were also implemented. The ministry is also putting significant effort into a re-write of CORNET, the Corrections Branch's main operational system, which is targeted to be implemented in January 2005.

Ministry Role and Services

Ministry Overview

The portfolio of the Ministry of Public Safety and Solicitor General includes law enforcement, corrections, crime prevention, victim services, liquor and gaming regulation, liquor distribution[4], consumer protection, driver safety, and emergency response and recovery.

Five main core business areas within the ministry work together to fulfil the public safety mandate; these are described in detail in the section entitled Ministry Structure and Core Business Areas.

Corrections protects communities through the safe custody and reintegration of adult offenders serving provincial terms of custody, community sentences, or on conditional release, as well as accused persons remanded into custody or released on bail supervision.

Policing and Community Safety superintends law enforcement in the province, provides victims of crime with services and benefits, assists communities with crime prevention, regulates the private security industry, and provides other protective programs, emergency preparedness, response and recovery, and coroners services.

Compliance and Consumer Services provides consumer protection, residential tenancy services and film classification, administers programs related to driver fitness and dangerous drivers, and monitors commercial vehicle industry carriers and professional drivers.

Gaming Policy and Enforcement develops and manages gaming policy and legislation, standards, regulation, licensing, auditing, registration, distribution of gaming proceeds, enforcement for all gaming sectors, and the province's Problem Gambling Program.

Liquor Control and Licensing regulates the manufacture and resale of liquor in licensed establishments in the province in order to improve the safety of communities by reducing harm caused by alcohol misuse.

[4] The Liquor Distribution Branch was transferred to the Ministry of Public Safety and Solicitor General in April 2003, from the Ministry of Competition, Science and Enterprise. The branch reports to the Crown Agencies Secretariat for performance planning and financial reporting purposes and publishes its own annual report, separate from the ministry's annual report. The annual report for the Liquor Distribution Branch can be accessed at http://www.bcliquorstores.com/en/about/corp_publications

Ministry Vision, Mission and Values

Vision

People are safe at home and in their communities.[5]

Mission

To ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control, and other protective and regulatory programs

Values

The Ministry of Public Safety and Solicitor General shares with all government organizations a commitment to affordability, efficiency, accountability, innovation and reform, and a healthy, supportive workplace. In addition, the ministry strives to deliver its unique services in accordance with these values:

- Respect for the law
- Integration of services
- Community participation
- Risk management
- Self-regulation
- Balance of consumer protection with economic vitality

Ministry Operating Context

Factors Affecting Ministry Service Delivery in 2003/04

Changes in Crime Rate and Nature of Crime

After a decade of declining crime rates, they have begun to climb since 2000 and may continue to do so in the foreseeable future. This is a phenomenon that is being recorded around the western industrialized world and for which there is no single explanation. Crime rates are affected by a number of factors, including changes in the economy and demographic shifts. Preliminary data suggest that the personal and property crime rate in British Columbia in 2003 will be 80.91 incidents per 1,000 population, an increase of over five per cent from 2002.[6]

[5] The ministry vision has been revised since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*; while the new vision is more briefly stated, its substantive meaning remains unchanged.

[6] This rate represents the number of personal and property crimes known to police per 1,000 population.

The nature of crime is also changing. Organized crime is increasingly crossing community, provincial and national boundaries, and expanding into all forms of criminal activity, including human smuggling, prostitution, sexual exploitation of children, gang activity, drug trafficking, theft, fraud and illegal gambling. Police and prosecutors are also seeing new types of crimes, such as Internet luring, identity theft and Internet fraud.

In addition, the number of large-scale investigations in British Columbia is growing and consuming increasingly larger proportions of available resources.

The ministry is responding to increasing demands on the justice system by continuing to seek innovative ways to improve the efficiency and effectiveness of policing, and by continuing to implement new crime-fighting technology to enhance officer and public safety and improve law enforcement across the province.

Increasing Demands for Victim Services

Along with increased recognition that victims require a range of supports and services as they participate in the justice system, there has been increased public demand for coordinated and comprehensive victim services. Victims continue to seek greater protection and more acknowledgment of their needs from the criminal justice system.

Changes to eligibility criteria and the restructuring of benefits available under the *Crime Victim Assistance Act* expanded the number of eligible applicants under the legislation in 2003/04, resulting in a backlog of claims awaiting adjudication. In response, new business processes, supported by a new computer system, were introduced to eliminate the backlog and minimize adjudication timelines.

In addition, the missing women case in the Lower Mainland resulted in an increased demand for specialized services and the development of a coordinated, inter-ministry support network to respond to the needs of surviving family members from across Canada and the United States as the case proceeds through court.

Emergencies and Disasters

As a result of devastating wild land interface fires in the interior of British Columbia, a provincial state of emergency was declared on August 1, 2003, and lasted over six weeks. The impact from these fires resulted in more than 45,000 people being evacuated, and destruction of 334 homes and 10 businesses. Three pilots lost their lives in the line of duty. At the height of the emergency, 11 evacuation reception centres were opened to provide short-term assistance to evacuees. Cumulatively, over 27,000 people registered through these centres. Extensive damage also occurred to communications networks, power lines and other infrastructure, as well as the Myra Canyon railway trestles. Fire risk across the province continued to be high into mid-September 2003.

Local states of emergency were declared in October 2003 as record flooding affected the southwest parts of the province. Over 1,200 people were evacuated from 9 communities as a series of record rainfalls occurred. Extensive damage to homes, roads and infrastructure occurred throughout the southwest region and on Vancouver Island.

The province was also impacted by significant drought and water shortages in some areas throughout the summer of 2003. Severe Acute Respiratory Syndrome (SARS), West Nile Virus and terrorism issues also demanded the attention of provincial emergency managers.

The province and local governments responded to the challenge. Many municipalities and regional districts came to the assistance of affected communities by providing resources and people to support emergency response activities. In support of local government, thousands of public safety volunteers responded through multiple agencies under the emergency social services umbrella. Volunteer emergency program responders from the five Provincial Emergency Program (PEP) Public Safety Lifeline programs logged over 100,000 hours supporting their neighbours and communities in 2003. Hundreds of key people from across government with emergency response training were also deployed to affected areas to manage regional emergency centres on behalf of the province.

Under the B.C. Emergency Response Management System, the integrated emergency management model proved itself in facing the demands of co-ordinating and effectively responding under very difficult circumstances.

The province commissioned a review of the 2003 fire season, led by former Manitoba premier Gary Filmon, to evaluate the overall response to the emergency and make recommendations for improvement in time for the next fire season. The review made 42 recommendations to government which are in the process of being implemented.

Provincial emergency response costs (not including direct wild land firefighting costs) exceeded $87.4 million. In addition to this was the cost for Disaster Financial Assistance (DFA) which was paid out to homeowners and local governments to cover their eligible losses. DFA is administered by PEP to help disaster victims replace or restore essential items damaged or destroyed in disastrous situations.

Avalanche Safety

The topography of British Columbia makes it prone to avalanches. In spite of this risk, there has been an increase in winter backcountry activities, such as snowmobile riding, snowboarding and skiing. Twenty-four people lost their lives as a result of avalanches in British Columbia in 2002. The government responded by contributing to enhanced public safety through a three-year commitment of $125,000 annually to the Canadian Avalanche Foundation, starting in 2003. This funding allows expansion of snow-safety information coverage to backcountry users, and contributes to building avalanche safety programs that will save lives in British Columbia.

Road Safety

2003/04 was one of the worst years in British Columbia for serious car accidents involving new drivers. New drivers, who make up about seven per cent of the overall driving population, were involved in about 16 per cent of all accidents involving injury or fatality. Novice drivers were also involved in more severe crashes. Following consultations and a review of road safety research and practices in other jurisdictions, the ministry implemented enhancements to its graduated licensing program to give new drivers more time to learn the complex task of driving under the supervision of experienced drivers.

There was also a number of serious dump truck crashes in the Lower Mainland in 2003. Unsafe dump trucks on our roads threaten the safety of other motorists and the public. In response, ministry inspectors began teaming up with police to conduct inspections at roadside sites across the Lower Mainland during a targeted enforcement campaign.

The ministry was also impacted in 2003/04 by revised regulations for commercial vehicle operators. Driver medical examination requirements for commercial vehicle operators were harmonized with the *National Safety Code* (NSC) guidelines, resulting in a 25 per cent increase in medical examination reports to be reviewed at the Office of the Superintendent of Motor Vehicles. The ministry was able to meet this demand as it had received additional resources and planned for the program expansion. Service delivery was not impacted and there were no economic impacts in the road transport sector.

Increasing Public Expectations for Coroners Service

Public expectations regarding the role of the Coroners Service are increasing, particularly with regard to investigations and recommendations related to public health care and related services. These investigations increasingly involve the conduct of public hearings (inquests) and the completion of extensive and far-reaching inquiries that extend well beyond what the agency has done historically.

Demands on the Coroner's Service have also increased with the addition of responsibilities relating to the review of children's deaths. There is a growing demand on the Coroner's Service for the production of annual reports on these deaths and for the review, study and production of special reports relating to specific areas of risk or concern. A further capacity issue for the Coroner's Service is the escalating cost of pathology and toxicology procedures. Fee schedules have remained virtually unchanged for some years while escalating costs have made the procedures progressively more expensive to complete, and have resulted in significantly fewer procedures being completed.

Youth Criminal Justice Act

On April 1, 2003, the federal *Youth Criminal Justice Act* (YCJA) came into force, replacing the *Young Offenders Act* (YOA).[7]

One significant feature of the new Act is that it reflects the principle that different kinds of crime should be treated in different ways and, particularly, that non-violent crimes should be treated differently than violent crimes. The Act encourages the use of informal responses to less serious crimes, responses that focus on accountability, involve victims, families and communities, and are often more effective in dealing with less serious crimes than are formal measures, such as custody.

Under the new Act, police are required to consider all options, including informal alternatives to the court process, before laying charges. In response, the Police Services Division developed and distributed training materials to all police officers in the province

[7] See http://canada.justice.gc.ca/en/dept/pub/ycja/youth.html

in 2003/04 to explain new police responsibilities under the new Act. This legislative change also increases demands on the ministry as more communities seek funding for Community Accountability Programs available through the Victim Services and Community Programs Division.

Restructuring of Gaming Grant Programs

The Gaming Policy and Enforcement Branch administers two grant programs through which community organizations can access gaming revenue — Direct Access and Affiliation with a Commercial Bingo Hall — and issues gaming event licenses to eligible community organizations for fundraising purposes.

In 2002/03, the branch conducted comprehensive reviews of the three programs to eliminate unnecessary restrictions and requirements, and ensure policies and procedures are appropriate, necessary and clear. Resulting changes were phased in during 2003/04. Of the three programs, Direct Access underwent the most significant restructuring, including a new application process with revised eligibility criteria, guidelines, application forms and deadlines. The year-round application intake process was also replaced with quarterly intake based on four funding sectors, effectively reducing time to process applications from up to 6 months to between 11 and 12 weeks. This is particularly significant in that applications to the Direct Access program have increased dramatically. In 2003/04, the branch awarded approximately 4,500 grants (totalling $74 million) compared to approximately 2,900 grants (totalling $62.5 million) awarded in the previous fiscal year.

Ministry Structure and Core Business Areas

The five core business areas described in this section contribute separate programs and services that work together to fulfil the ministry's public safety mandate.

Corrections

The Corrections Branch protects communities through appropriate supervision and case management of adult offenders and accused persons. The safe management and control of offenders is based on assessment of their risk to re-offend and need for rehabilitation. Through assessments, the branch determines suitable levels of supervision and programs to promote positive change in offender thinking and behaviour.

To function effectively and to protect the public, the Corrections Branch works closely with the police, the courts, Crown counsel, victim services, Immigration Canada, the B.C. Board of Parole, Correctional Service of Canada, aboriginal justice organizations and community service agencies.

The branch is comprised of two divisions — Adult Custody, and Community Corrections and Corporate Programs.

Adult Custody Division

The Adult Custody Division is responsible for supervision and case management of individuals held for trial or sentenced to jail for less than two years. The division also supervises offenders awaiting transfer to federal prison, federally sentenced offenders transferred to provincial jurisdictions, and individuals detained under the federal *Immigration Act*. In addition to supervising adult offenders, the division provides a variety of work and core programs aimed at reducing the risk of re-offending and enabling successful reintegration into the community.

Community Corrections and Corporate Programs Division

This division is responsible for all individuals ordered to bail supervision and community sentences, as well as those paroled from a provincial correctional centre. The division also supervises individuals on peace bonds and those subject to alternative measures.[8]

Community Corrections provides a range of core programs for offenders to mitigate the likelihood of re-offending. The division manages contracted programs for Aboriginal programs and relationship violence treatment. Strategic and service delivery planning, research, evaluation, management information, training and technology systems are also under the mandate of this division and collectively ensure that there is cohesive organization and leadership for the branch as a whole.

Expenditures for Corrections	2003/04 Estimated ($000)	2003/04 Actual ($000)	Explanation of Significant Variances
Operating expenditures	188,397	181,062	Variance of $7,335 is primarily due to early implementation of correctional facility closures and other Service Plan reduction initiatives.
FTEs direct	1,960	1,817	Variance of 143 FTEs is primarily due to the early implementation of correctional facility closures and other Service Plan reduction initiatives.

Policing and Community Safety

Since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*, the Policing and Community Safety Branch has been consolidated into four divisions: Police Services, Victim Services and Community Programs, Provincial Emergency Program, and B.C. Coroners Service.

[8] Alternative measures programming provides an opportunity for the client to demonstrate personal responsibility for the offence by imposing on the accused an agreed upon consequence for the behaviour. The conditions under which alternative measures may be used to deal with persons alleged to have committed an offence are established in Section 717 of the *Criminal Code of Canada*.

As part of the ministry's commitment to enhancing public safety, Victim Services and Community Programs have been integrated to enable a more holistic response to crime — from prevention strategies through to supports for victims of crime — and to allow for greater administrative and program efficiencies. Strong partnerships have been established across disciplines to ensure that coordinated and comprehensive services are available throughout the province.

In addition, the former Security Programs Division has been included as a section of Police Services as there are linkages regarding the continuum of public and private policing. Combining the programs allows for more consolidated and coordinated program delivery and policy analysis.

Police Services Division

Police Services Division superintends law enforcement functions in British Columbia, oversees the private security industry and provides protective public safety programs by:

- ensuring adequate and effective levels of policing enforcement throughout British Columbia on behalf of the Ministry of Public Safety and Solicitor General;
- developing and administering policing policy and ensuring central oversight of all policing;
- administering the RCMP provincial police force contract, and overseeing the organization of all provincial and municipal RCMP forces;
- supporting the provincial police service and other police agencies, including the Organized Crime Agency of B.C. and the Police Academy at the Justice Institute of B.C.;
- collecting, monitoring, analyzing and reporting on provincial crime and police data;
- conducting inspections and audits for municipal police force services using provincial policing standards;
- licensing and regulating the security industry, including security guards, private investigators and other security industry personnel;
- conducting criminal record checks on individuals who work with children, as defined under the *Criminal Records Review Act*, and administering a related process for determination of risk; and,
- maintaining the Protection Order Registry.

Victim Services and Community Programs Division

Victim Services and Community Programs Division develops and delivers programs to help British Columbians build and maintain safe communities, and supports victims of crime and their families by:

- providing leadership, advice, training and expertise on victim and community safety issues;
- establishing and maintaining partnerships with organizations, communities and government to ensure coordinated and comprehensive services;
- funding over 150 police-based and community-based victim service programs that provide information, assistance and support to victims of crime;

- funding a 24-hour, provincewide telephone service (VictimLINK 1-800-563-0808) which provides information and referral services to all victims of crime, and immediate crisis support to victims of family and sexual violence;
- providing funding to community and youth organizations, local governments, school districts and police departments to support projects that enhance public safety and local crime prevention efforts (Safe Streets and Safe Schools Fund);
- providing operational funding to key community justice and crime prevention organizations to support services to communities throughout British Columbia;
- providing funding to support the development of volunteer-based community accountability programs that embrace the principles of restorative justice;
- enhancing high-risk victim safety by providing safety planning, including notification of offender release information;
- overseeing the *Victims of Crime Act*, which promotes a fair and accessible justice system for victims of crime;
- administering the *Crime Victim Assistance Act* and Program, which provides financial benefits and assistance to victims of crime;
- managing the Youth Against Violence Line, an automated phone line (1-800-680-4264) and email link that provide safe, confidential means of preventing and reporting incidents of youth violence or crime or seeking assistance from local police;[9]
- administering the annual Solicitor General Community Safety and Crime Prevention Awards which recognize individuals, groups and programs that have made outstanding contributions to crime prevention and community safety; and,
- on behalf of the Assistant Deputy Minister's Committee on Prostitution and Sexual Exploitation of Youth, providing project funding to assist communities in developing local initiatives to address sexual exploitation of youth and prostitution-related issues.

Provincial Emergency Program

The Provincial Emergency Program (PEP) minimizes the loss of life and economic impact of disasters and emergencies, such as floods, earthquakes, landslides and severe storms by:

- maintaining an integrated response and recovery immediate activation capability for all hazard emergencies and disasters;
- recruiting, training and maintaining a resource pool (TEAMS) of provincial staff experienced in managing emergency operations;
- providing leadership and subject matter expertise in assisting local governments, non-government agencies and families in preparing for and responding to emergencies and disasters;
- managing the provision of Disaster Financial Assistance (DFA) for individuals and families, local governments and businesses; and,
- administering the *Emergency Program Act* and regulations, the Disaster Financial Assistance Arrangements (DFAA) and five public safety lifeline volunteer services.

[9] The Youth Against Violence email link is accessed through http://www.takingastand.com/youth_against_violence_email.shtml.

B.C. Coroners Service

The Coroners Service is responsible for ensuring that all of the facts leading to and surrounding a death are uncovered and made a matter of public record either through the completion of a Judgement of Inquiry (quasi-judicial report) or the holding of an Inquest (quasi-judicial public hearing). One of the agency's most important responsibilities is the identification and advancement of recommendations to individuals, groups, agencies, and others aimed at prevention of death in the future under similar circumstances. The agency maintains a major database and conducts ongoing surveillance on common causes of death aimed at identifying problems, concerns, trends, etc. When such issues are identified, the agency conducts additional reviews and studies aimed at establishing effective and workable preventative measures.

The Coroners Service is also responsible for conducting reviews of all reportable children's deaths occurring within the province. This requires appropriate liaison with agencies such as the Ministry of Children and Family Development and the Officer for Children and Youth, among others. In addition to an annual report on children's deaths, the Coroners Service is responsible for conducting special reviews on issues affecting the prevention of child death and child safety more broadly.

In completing its responsibilities, the Coroners Service issues warrants authorizing the conduct of autopsies, toxicology testing, and additional procedures, such as microscopy, where they are warranted. Coroners have legislated seizure and inspection powers when and where warranted in order to gather the facts surrounding a death. The agency is also responsible for body removal and transportation. In the event of a mass disaster involving significant loss of life, the agency is responsible for the identification, recovery, examination, and repatriation of human remains, including establishing a temporary morgue facility and connecting with families of the victims.

Expenditures for Policing and Community Safety	2003/04 Estimated ($000)	2003/04 Actual ($000)	Explanation of Significant Variances
Operating expenditures	259,173	267,723	Variance of ($8,550) is primarily due to policing for additional municipalities with a population under 5,000 and RCMP salary increases.
FTEs direct	210	224	Variance of (14) FTEs is primarily due to structural FTE shortfall for the Protection Order Registry program, and an increased number of Coroners.

Compliance and Consumer Services

The ministry's public safety mandate is supported by the Compliance and Consumer Services Branch through the Consumer Services Division, Film Classification Office, Residential Tenancy Office, Office of the Superintendent of Motor Vehicles, and Commercial Vehicle Safety and Enforcement Division.

Consumer Services Division

The Consumer Services Division promotes fairness and understanding in the marketplace through a combination of consumer protection and industry regulation. This is accomplished by:

- developing and administering consumer protection legislation;
- regulating key industries or sectors to enhance consumer protection;
- participating with other enforcement agencies in combating consumer fraud and commercial crime;
- providing consumer/business mediation, information and education;
- administering consumer protection boards/funds, trusts and financial instruments; and,
- managing cost recovery and providing restitution to consumers, thereby reducing costs to taxpayers.

Film Classification Office

The Film Classification Office safeguards public interests by regulating the public exhibition, rental and distribution of films, video games and videos in British Columbia. The office is responsible for:

- administering the *Motion Picture Act* and regulations;
- classifying films into age-appropriate ratings and providing advisories on film content to assist the public in making informed viewing choices;
- assessing adult videos for content that is prohibited under the *Motion Picture Act* or the *Criminal Code of Canada*;
- licensing film and video distributors, video retailers, and theatres;
- enforcing the Act and regulations and removing unapproved or prohibited adult videos from the marketplace and taking action to ensure the restricted sale of mature video games;
- assisting the police and Canada Customs in the review of seized adult videos and the prosecution of cases resulting from these investigations; and,
- educating the public on the film classification system through a comprehensive Internet site and school outreach program.

Residential Tenancy Office

The Residential Tenancy Office encourages and actively promotes harmonious relationships by providing landlords and tenants with information and dispute resolution services, including a quasi-judicial arbitration process that is intended to be quick, inexpensive and accessible. The key functions of the office are:

- administering legislation that regulates relationships between residential property landlords and tenants;
- providing intervention, arbitration and arbitration review services to resolve landlord and tenant disputes; and,
- providing information services to landlords and tenants.

Office of the Superintendent of Motor Vehicles

The Office of the Superintendent of Motor Vehicles regulates drivers to help ensure the safe and responsible operation of motor vehicles in British Columbia. The office is responsible for:

- setting licensing policy and monitoring and regulating dangerous and unfit drivers;
- conducting appeals of administrative driving prohibitions and vehicle impoundments;
- conducting hearings and reviews of Insurance Corporation of British Columbia (ICBC) decisions respecting driver licence sanctions, driver training school and driver trainer licences; and,
- leading and supporting government traffic safety initiatives.

Commercial Vehicle Safety and Enforcement Division

The Commercial Vehicle Safety and Enforcement Division contributes to the public safety network by:

- enforcing laws and regulations related to commercial vehicle safety and vehicle equipment standards in British Columbia, including provisions of the *Motor Vehicle Act*, *Commercial Transport Act*, *Transport of Dangerous Goods Act*, *Motor Carrier Act*, *Highway Act* and *Motor Fuel Tax Act*;
- maintaining and promoting road safety through the implementation and management of the *National Safety Code*, Commercial Vehicle Inspection Program, Private Vehicle Inspection Program, Commercial Transport Program, Transport of Dangerous Goods Program and Commercial Vehicle Safety Alliance; and,
- participating on various national and international government road safety bodies to coordinate and harmonize commercial transport and vehicle equipment and safety standards.

Expenditures for Compliance and Consumer Services	2003/04 Estimated ($000)	2003/04 Actual ($000)	Explanation of Significant Variances
Operating expenditures	36,018	34,757	Variance of $1,261 is primarily due to delays in implementing driver fitness policy and program changes.
FTEs direct	416	385	Variance of 31 FTEs is primarily due to delays in recruiting staff.

Gaming Policy and Enforcement

The Gaming Policy and Enforcement Branch contributes to the ministry's public safety mandate by ensuring a comprehensive legal and policy framework regulating gaming and horse racing in British Columbia, ensuring the integrity of people and equipment involved in the gaming industry, and investigating allegations of wrongdoing relating to gaming.

Policy, Legislation and Standards Division

The Policy, Legislation and Standards Division promotes responsible gambling practices by developing and maintaining a rigorous regulatory environment for gaming and horse racing that balances economic benefits with public safety. The division provides advice regarding the legislation, policies and standards that govern gaming. The division also coordinates administrative review hearings as required and is responsible for delivering the Responsible Gambling Strategy, which includes the Problem Gambling Program.

Licensing and Proceeds Distribution Division

The Licensing and Proceeds Distribution Division issues gaming licences permitting eligible community organizations to hold fundraising events, such as ticket raffles, independent bingo games, wheels of fortune and social occasion casinos. The division also allocates government gaming revenue to eligible community organizations through grants from the Direct Access and Bingo Hall Affiliation programs.

Racing Division

The Racing Division develops and implements policies to regulate horse racing in British Columbia to ensure its integrity, and monitors and enforces the *Rules of Thoroughbred and Standardbred Racing*. The division oversees all races taking place in the province, monitors the activities of track officials and other employees, ensures the safety and security of race track grounds, and investigates and adjudicates matters arising from race meetings. In addition, the division licenses participants in the horse racing industry.

Registration Division

The Registration Division ensures the integrity of organizations, employees and equipment in the gaming industry by conducting mandatory background checks to determine the suitability of potential employees and service providers, and approving and certifying all gaming equipment. The division also maintains a register of gaming service providers and gaming workers.

Audit and Compliance Division

The Audit and Compliance Division manages a comprehensive audit strategy for commercial gaming, including horse racing, to ensure compliance with all applicable legislation, regulations, policies and directives. The division conducts regular audits of gaming activity in the province, assesses compliance reviews conducted by the B.C. Lottery Corporation and reviews community organizations' use of funds received through gaming licences and through the Direct Access and Bingo Hall Affiliation grant programs.

Investigation Division

This division investigates all complaints and allegations of criminal or regulatory wrongdoing relating to gaming and horse racing in British Columbia, and is responsible for the province's Illegal Gambling Strategy. This strategy includes a team of branch investigators and RCMP officers who work with other law enforcement agencies on gaming-related investigations. All investigators in this division are special provincial constables.

Expenditures for Gaming Policy and Enforcement	2003/04 Estimated ($000)	2003/04 Actual ($000)	Explanation of Significant Variances
Operating expenditures	15,393	14,790	Variance of $603 is primarily due to efficiencies in the Problem Gambling Program and delays in recruiting staff.
FTEs direct	117	116	

Liquor Control and Licensing

The Liquor Control and Licensing Branch regulates the manufacture of liquor and the resale of liquor in licensed establishments in order to improve public safety by reducing liquor misuse.

Licensing and Local Government Liaison Division

The Licensing and Local Government Liaison Division is responsible for the analysis, approval and processing of licence applications for the manufacture, sale and service of liquor in the province. The division is responsible for all aspects of issuing, amending, transferring and renewing licences for licensed establishments, licensee retail stores, wineries and manufacturers. During the approval process, the division works closely with local government staff and elected officials to gather community input for licensing decisions. The division is also responsible for issuing permits to purchase and store grain alcohol, regulating the sale of medicinal and cooking alcohols, and reviewing requests for exemptions to Special Occasion Licences.

Compliance and Enforcement Division

The Compliance and Enforcement Division is responsible for inspecting, investigating and educating licensees to ensure they comply with the law, and taking enforcement action when voluntary compliance cannot be achieved. The division partners with police agencies and local government agencies to monitor compliance and target high-risk licensees.

Policy, Planning and Communications Division

This division leads the branch in strategic planning processes and in the development of legislative, regulatory and policy change. The division is also responsible for consulting with federal/provincial/territorial and stakeholder groups, including industry associations, police and local governments. In addition, the division is responsible for responding to media, legislative and public inquiries related to the mandate and activities of the branch.

Expenditures for Liquor Control and Licensing	2003/04 Estimated ($000)	2003/04 Actual ($000)	Explanation of Significant Variances
Operating expenditures	1	14	Variance of ($13) is due to administrative delays in processing final accounting entries.
FTEs direct	104	104	

Strategic Shifts and Significant Changes in Policy Direction

There have been no significant changes in the ministry's overall strategic directions since the service plan on which this report is based was published in February 2003.

Following what was learned from the 2001 core review of ministry programs and services, the ministry continues to further its commitment to enhance the efficiency and effectiveness of policing, work toward safer streets, schools and communities for all British Columbians, provide support to victims of crime, promote responsible gaming and liquor industry practices, and ensure a sound and streamlined regulatory environment for consumer services industries.

As demonstrated by the performance results presented in this report, the ministry is continuing to seek innovative ways of achieving its mission of ensuring the security and economic vitality of communities through effective policing, corrections, liquor and gaming control, and other protective and regulatory programs.

Update on *New Era* Commitments

The following table provides an update on the *New Era* projects and commitments that were outstanding at the beginning of the reporting year 2003/04.

Key Projects	
Review the status of the RCMP Agreement and make recommendations, including a policing plan to deal with impacts on communities of less than 5,000 (as counted before the last census).	In consultation with the RCMP and the Union of British Columbia Municipalities, options were developed for restructuring police financing by charging municipalities under 5,000 population and unincorporated areas for a portion of their local police costs. Implementation of required legislation is anticipated for 2007.
Review and make recommendations regarding the training and arming of auxiliary police officers.	The Auxiliary Training Program was revised to include a RCMP Reserve Constable Program that will be initiated in June 2004. RCMP Reserve Constables will have previous police experience and will be fully trained and armed. Reserve Constables will be appointed under the *RCMP Act* to provide part-time, seasonal and temporary policing.
***New Era* Commitments**	
Ensure all laws are equally applied and enforced for all British Columbians.	This is an ongoing commitment of the Ministry of Public Safety and Solicitor General.
Ensure auxiliary police officers are properly trained and armed to protect their communities.	Police Services Division continues to support the volunteer Tier 1 auxiliary program. Auxiliary/Reserve Constables support local crime prevention and community policing programs in the communities they serve.

Performance Reporting

Key Performance Results

This section of the report presents detailed performance information related to the following nine key goals identified for the Ministry of Public Safety and Solicitor General:

1. Communities that are safe from high-risk offenders
2. Adequate, effective, accountable policing and law enforcement throughout British Columbia
3. Enhanced community safety
4. Public interests are protected as industries prosper
5. An efficient residential tenancy system
6. Safer streets in every community
7. Sound management and distribution of government gaming revenues
8. Increased voluntary compliance by liquor licensees
9. Liquor control decisions that reflect community standards

These goals have been identified as key because of their importance in illustrating the ministry's performance in the 2003/04 fiscal year in fulfilling its mission of ensuring the security and economic vitality of communities through effective policing, corrections, liquor and gaming control, protective and regulatory programs.

For each of the key goals, corresponding key objectives and strategies are identified, and the linkages between core business areas, goals, objectives and strategies are discussed. Key performance measures are also identified. Information presented for these measures includes:

- discussion of how the performance measures are relevant in relation to corresponding goals, objectives and strategies;
- identification of actual results versus estimated targets for the measures and, where differences between estimated targets and actual results are considerable, explanations for the variances;
- explanation of how the measures help to define progress made in 2003/04 toward achievement of goals and objectives; and,
- discussion of data considerations such as data sources, calculation methods, accuracy, reliability and limitations.

Supplementary performance information is presented in an appendix to this report. The appendix provides an overview of all of the goals, objectives, strategies, performance measures and targets included in the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*, and compares actual results achieved with the targets established.

Corrections

Key Goal	Key Objectives and Strategies
Communities that are safe from high-risk offenders	Manage offenders based on risk to re-offend • Conduct offender risk/needs assessments to determine appropriate supervision Reduce risk of re-offending • Provide core programs that target offender risk and need

The goal of communities that are safe from high-risk offenders is of paramount importance to the Corrections Branch, and the objectives of managing offenders based on their risk to re-offend, and reducing the risk of re-offending, are directly linked to this facet of public safety. Two strategies integral to achieving these objectives are to conduct offender risk/needs assessments, and to provide core programs targeted to the risks and needs identified.

Risk/Needs Assessment:

To effectively and safely supervise offenders while they are under court orders, and to achieve reductions in re-offending behaviour over the long term, it is critical to understand the risk an offender poses and how that risk can be best addressed. More than 20 years of correctional research have resulted in the development of standardized, validated assessment tools that can provide this information reliably.

There are two components to risk assessment. The first component identifies static risk factors (e.g., criminal history, age of first arrest/conviction, and history of violence) that inform case managers of the level of supervision required to safely manage and supervise the offender in the community or in an institution. The second component of risk assessment identifies the dynamic risk factors that are related to re-offending behaviour, such as substance abuse, cognitive skills deficits, and anger management problems. Once identified, these factors can be targeted for rehabilitative intervention through core programs, thus reducing the risk of recidivism.

The following performance measure provides information on the percentage of offenders for whom risk/needs assessments have been completed, a measure used by the ministry to assess progress toward achievement of the goal, objectives and strategies discussed above. Note that because Corrections Branch policy allows a sixty-day period for risk/needs assessments to be completed, at any time approximately 10 to 15 per cent of offenders are new admissions in the process of being assessed.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of offender risk/needs assessments completed	86%	88%	85%	88% ▶ target surpassed

Data Considerations: These data are drawn from the Corrections Branch operational system CORNET. Data accuracy and reliability are dependent on staff data entry and staff resources. Data in the CORNET system are scrutinized by the Systems Services Unit of the Corrections Branch to ensure integrity, and ongoing reviews of statistical reports are used to identify and address any anomalies in the data. Staff receive ongoing training and peer review of risk/needs assessment practices to ensure reliable results.

The target established for 2003/04 was surpassed, with 88 per cent of risk/needs assessments completed.

This is significant in that completion of risk/needs assessments is a fundamental first step in good correctional practice. The result is also significant in that it was anticipated that downsizing in the Corrections Branch might impact branch capacity to complete risk/needs assessments for offenders, and this was reflected in a lower target being established for 2003/04; however, the actual result of 88 per cent shows that the branch achieved the same completion rate for risk/needs assessments during a period of restructuring that had been previously achieved.

By continuing to achieve its targets for completing risk/needs assessments, the Corrections Branch effectively targets its resources towards the supervision of offenders who present the highest risk to re-offend, and is better able to provide appropriate supervision and offender programming to increase public safety.

The completion rates of risk/needs assessments are monitored and reported regularly within the Corrections Branch. This ensures that staff supervising offenders and facilitating programs are doing so with the most reliable and complete information available for decision-making and case management. In the coming fiscal year, these data will be incorporated into ongoing quality assurance practices for the branch.

Core Programming:

As discussed in the previous section, there are a number of dynamic risk factors that are associated with re-offending behaviour. Correctional research has confirmed that providing programs that target these factors among higher risk offenders can reduce the risk of recidivism. These are referred to as core programs. They are designed to promote long-term behavioural changes in offenders by addressing those factors associated with the thinking, skills and lifestyles that are known to contribute to criminal behaviour.

The Corrections Branch has developed and is implementing the following core programs to address the rehabilitative needs of offenders and to reduce the likelihood of re-offending: Cognitive Skills; Educational Upgrading; Respectful Relationships; Relapse Prevention for Sex Offenders; Substance Abuse Management; and Violence Prevention. Programs designed to meet the specific needs of women offenders in custody are being developed and an additional program, Living Skills, will begin development in 2004/05.

The following key performance measure provides information on the short-term outcome of offender programming.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of enrolled offenders successfully completing core programs	86%	76%	75%	71% ▶ target largely met

Data Considerations: The data are drawn from the Corrections Branch operational system CORNET. Data accuracy and reliability are dependent upon staff data entry and staff resources. Data in the CORNET system are scrutinized by the Systems Services Unit of the Corrections Branch to ensure integrity, and ongoing reviews of statistical reports are used to identify and address anomalies in the data. The branch is implementing quality assurance measures to better monitor and ensure appropriate delivery and completion of core programs.

The 2003/04 program completion rate for offenders attending core programs was four per cent less than the established target. A drop in completion rates from the previous year was anticipated. The significant restructuring of the Corrections Branch over the last two fiscal years, including the closure of ten custody centres and seven community offices, affected the capacity of the branch to deliver core programs and the opportunity for offenders to complete programming. The target for 2003/04 was therefore reduced in anticipation of these changes; however, the actual decrease in the completion rate was somewhat larger than anticipated.

The core program completion rate is an important measure because it is critical for offenders to attend and finish the programming that is designed and offered to assist them in addressing their criminal behaviour. Without full attendance and completion of programming, offenders cannot gain the skills and knowledge needed to reduce re-offending. In response to the drop in completion rates, the Corrections Branch will be monitoring and reporting this measure as part of quality assurance practices within the branch. Further information on the reasons for non-completion of programs will also be analyzed regularly to address any operational or program implementation issues that may be impacting the delivery and immediate outcome of core programs. The branch will continue to report on completion rates and has set a higher target for 2004/05.

Policing and Community Safety

Key Goals	Key Objectives and Strategies
Adequate, effective and accountable policing and law enforcement throughout British Columbia	Enhance effectiveness of police agencies through technological, structural and operational changes • Focus on critical infrastructure, specialized police services and other enhancement projects
Enhanced community safety	Make communities and schools safer • Strengthen and continue community-based restorative justice initiatives such as Community Accountability Programs (CAPs), and support the initiation of new CAPs Protect children • Support communities in developing strategies to prevent youth crime, violence, bullying and sexual exploitation of children and youth

Enhanced Policing:

A key goal for the Policing and Community Safety Branch is adequate, effective and accountable policing and law enforcement throughout British Columbia. To support that goal, the branch has identified the key objective of enhancing the effectiveness of police agencies through technological, structural and operational changes. To achieve the objective, the branch has focused resources on projects that lead to enhanced effectiveness and efficiency of policing and law enforcement, and monitors the number of projects completed through the following measure.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of policing enhancement projects	1 project piloted	4 projects initiated	Total of 8 projects initiated and 3 completed	Total of 9 projects initiated and 4 completed ► target surpassed

The 2003/04 actual shows that the branch is proceeding and on track with strategic initiatives intended to enhance the effectiveness of police agencies. The following projects were completed or under way in 2003/04:

CREST — Capital Region Emergency Services Telecommunications (completed): This project provided consistent and consolidated dispatch services in the Capital Regional District. Police, fire and ambulance agencies receive joint dispatch services from one provider and share a common, current technology platform, helping to ensure the safety of emergency response personnel and the well-being of all residents while improving service and reducing costs.

Small Community Police Tax Consultation Process (completed): This consultation process led to the development of policy that supports the sharing of police costs among all residents of British Columbia, regardless of the size of the community in which they live. Revenues will be used to improve police services and infrastructure across the province.

Victoria-Esquimalt Amalgamation (completed): The police departments of two adjacent municipalities on Southern Vancouver Island were combined under one organizational structure to maximize efficiency and effectiveness in service delivery.

***Youth Criminal Justice Act* Training** (completed): The Police Services Division developed and distributed training materials to all police officers in the province to explain new police responsibilities for both federal and provincial youth justice acts.

Amber Alert (initiated): A committee with representation across government was created in 2003/04 to develop an Amber Alert program for British Columbia which will rapidly provide information about missing children to law enforcement agencies and the public. The program enhances the coordination of law enforcement efforts in response to missing children.

Civil Forfeiture Legislation (initiated): Policy work was initiated in support of developing legislation that would allow the government to seize and dispose of property/assets that are obtained or used for unlawful purposes. The legislation is expected to be tabled in 2004/05.

CRD Integration and Lower Mainland Integration (initiated): Work has commenced to support the integration of police services and their delivery in the Capital Regional District and in the Lower Mainland. The goal is seamless, integrated delivery of services that will allow police to more readily respond to the changing nature of crime and needs of the community. Committees have been established to determine the most appropriate means to integrate services.

IHIT — Integrated Homicide Investigation Team (initiated): IHIT assists police agencies in the Lower Mainland with the investigation of homicides, attempted homicides, missing persons where foul play is suspected, deaths in custody, and police shootings which result in serious injury or death. The RCMP implemented this team in 2003/04, and the Abbotsford Police Department contributed members the following fiscal year.

ISPOT — Integrated Sexual Predator Operations Team (initiated): The mandate of this joint forces team is the reduction of sexual violence and exploitation by maintaining detailed and accurate information on reported exploitative and sexually violent incidents, and on sex offenders.

National Sex Offender Registry (initiated): The planning for implementation of federal legislation that will provide police with access to more current information about sex offenders in their communities is under way. Implementation is planned for 2004/05.

Police Foundations (initiated): Policies and procedures are being reviewed respecting the use of and accounting for publicly-donated funds to police to ensure proper accounting

procedures are followed consistently across the province, thereby enhancing transparency and accountability.

Transfer of Road Safety (initiated): Additional resources have been provided to address areas of road safety where it has been shown that the most deaths and injuries occur (e.g., aggressive driving, seatbelt non-use, and impaired driving). This program has been transferred to the ministry from ICBC, and new road safety units will be created in the Capital Regional District in 2004/05 and in the Lower Mainland in 2005/06.

2010 Olympic Security (initiated): Security planning is complex and necessary to ensure the success of the Olympic Games. Coordinated and effective planning will assist all partners in preventing security-related incidents and responding to emergencies should they occur before or during the Games.

In addition to the achievements noted above, further progress was made in 2003/04 on the PRIME (Police Records Information Management Environment) system implementation. PRIME is an online data-sharing system that provides up-to-the-minute information about criminals and crimes, improving law enforcement across the province. PRIME has been operating in Vancouver, Port Moody and Richmond since 2001/02. In February 2003, the government committed to connecting every police department and RCMP detachment in British Columbia with PRIME. British Columbia is the first jurisdiction in Canada to adopt a provincewide, online police records management system. PRIME gives police a tool that allows departments to share information on crimes across the province within minutes.

A second key goal of the Policing and Community Safety Branch is enhanced community safety and in working toward that goal, the branch has continued to support community-based crime prevention and restorative justice programs. Research indicates that communities can become safer if they are actively engaged in programs designed to reduce the incidence of crime and to repair the harm caused by criminal behaviour. Based on this research and the identification of best practices, the Policing and Community Safety Branch funds and supports community and youth organizations, local governments, school districts and police departments in developing strategies and programs that enhance local crime prevention efforts and ensure that victims and communities have a meaningful role in responding to crime.

Restorative Justice:

One strategy employed by the branch has been to provide program start-up grants to support Community Accountability Programs (CAPs).[10] CAPs are community-based, restorative justice programs designed to divert low-risk offenders from the traditional justice system while holding offenders accountable for their actions and repairing relationships within the community.[11] To assess success in supporting these programs, the branch monitors the number of CAP start-up grants awarded since the funding program was established.

[10] CAP funding from the Ministry of Public Safety and Solicitor General is the only provincial source of start-up funding for newly developed restorative justice programs.

[11] Major CAP models include circle remedies, family group conferencing, neighbourhood accountability boards, and victim-offender reconciliation.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of CAP start-up grants awarded since program implementation[1]	63	76	76	89 ▶ target surpassed

Data Considerations: The reported figures were obtained from a financial report generated from Financial Management Records to identify the number of start-up grants provided to CAPs during given years. These figures were compared with program file records and databases to confirm their accuracy.

[1] For increased clarity, the wording of this performance measure has been revised from the original wording appearing in the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*.

By the close of fiscal year 2003/04, a total of 89 CAP start-up grants had been awarded by the ministry to communities throughout British Columbia, surpassing the target that had been established.[12] This result is significant in that it was anticipated that the number of start-up grants awarded in any given year would begin to decrease once the funding had been available for a number of years; that is, programs would already be in operation in many communities, so there would be a decreasing number of requests for start-up funding. That 13 additional CAPs requested and received start-up funding in 2003/04 indicates continued community interest in and support for restorative justice approaches. Continued interest of communities in CAPs could be due to the increasing reliance on community-based approaches as legislated in the federal *Youth Criminal Justice Act* and the provincial *Youth Justice Act*.

The results of this measure confirm the trend in British Columbia towards the implementation of informal community-based restorative justice approaches to complement the formal criminal justice system. The results also provide an indication as to whether the provisions of the *Youth Criminal Justice Act* are being met in British Columbia (i.e., are extrajudicial measures being used). The results are used to project future funding allocations and to identify resources to support the development of CAPs.

Community-based Crime Prevention:

Another strategy employed by the Policing and Community Safety Branch in working toward the goal of enhanced community safety is supporting schools and communities in developing and implementing crime prevention projects. Through the provision of ministry funding, training and information resources, schools and communities across British Columbia receive the information, tools and resources needed to enhance community safety.

The number of projects funded is monitored by the branch to assess the level of support provided to communities.

[12] The target of 76 start-up grants established for the end of fiscal year 2003/04 was based on the original target of 69 set for 2002/03. Given that the actual number of grants awarded by the end of 2002/03 was 76, the target that had been established for 2003/04 was too low.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of community-based, youth crime, violence, bullying and sexual exploitation projects funded	250	200	303 (adjusted to 225 in response to 2002/03 actual)	273 ▶ adjusted target met

Data Considerations: For the most part, there are no accuracy or reliability issues with the data – data from the program databases can be cross-checked with data contained in the program file records to ensure consistency. This year there is one exception: data collected by the National Crime Prevention Centre (NCPC) on the number of projects funded under the Community Mobilization Program Fund (a federally funded program which is administered jointly by the provincial and federal governments) had to be counted manually as NCPC was experiencing extensive network difficulties throughout the time during which this report was compiled. This may have resulted in a margin of error in the data count.

The original target of 303 projects established for this measure for 2003/04 was subsequently amended to 225 projects to reflect changes in capacity resulting from cancellation of several funding streams in 2002/03. In addition, the measure itself has been amended since 2002/03. Through 2002/03, this measure counted only youth initiatives, thus leaving out a number of community safety initiatives that target other age groups. In order to better measure the overall goal of enhancing community safety, this measure now includes projects targeting other age groups in addition to youths.

The greater than anticipated number of projects actually funded, in contrast to the adjusted target for 2003/04, is largely attributable to the increased number of projects funded under the Safe Streets and Safe Schools Fund and the increase in community-based activities funded under Safe Communities Day and Crime Prevention Week initiatives. All three of these initiatives were in a period of transition in 2002/03 and were more successful in their community outreach in 2003/04.

Crime prevention programs and projects funded by the ministry in 2003/04 include the following.

Assistant Deputy Minister's Committee on Prostitution and Sexual Exploitation: The Committee includes representation from nine provincial government ministries and is co-chaired by the Ministry of Public Safety and Solicitor General and the Ministry of Children and Family Development. The committee oversees two grant programs designed to assist communities in developing local initiatives to address the sexual exploitation of youth and prostitution-related issues.

Community Mobilization Program: Using federal funding, the ministry worked in partnership with the National Crime Prevention Centre to approve funding for 52 crime prevention projects focusing on youth and communities throughout British Columbia. Funded projects use crime prevention through social development approaches to address the root causes of crime.

Crime Prevention Week and Safe Communities Day: Created in partnership by members of the Provincial Safe Communities Working group, these campaigns support communities in hosting events to encourage community members to get to know each other, learn more about crime prevention, and get involved in community safety efforts.

Nights Alive: This community-based crime prevention program for youth supports 'after hours' use of schools, recreation centres and other community facilities for recreational activities and educational opportunities designed by youth for youth.

Safe Streets and Safe Schools Fund: Through this initiative, the ministry provided funding for 37 crime prevention projects focusing on youth and communities. This funding program provides support to schools and communities for strategies that enhance public safety and local crime prevention efforts, thereby building local capacity to address community safety issues.

Compliance and Consumer Services

Key Goals	Key Objectives and Strategies
Public interests are protected as industries prosper	Provide services that protect the public interest while promoting fairness and understanding in the marketplace • Take targeted enforcement action to reduce consumer victimization
An efficient residential tenancy system	Provide timely and accessible resolution of landlord-tenant disputes • Improve quality of residential tenancy information • Provide residential tenancy information more efficiently through the Internet and information clinics
Safer streets in every community	Improve driver safety and commercial transport industry compliance • Review and modify driver and commercial transport regulations, eliminating unnecessary regulations • Pursue increased cooperation and integration between police and compliance enforcement services

Consumer Services Industry Investigations:

Ensuring that public interests are protected as industries prosper is an important goal of the Compliance and Consumer Services Branch. Directly linked to this goal is the objective of providing services that protect the public interest while promoting fairness and understanding in the marketplace, and the strategy of taking enforcement action against consumer services industries where appropriate.

A key performance measure selected to indicate progress made by the branch in meeting this strategy, objective and goal is the dollars per FTE in restitution resulting from consumer services industry investigations.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Dollars per FTE in restitution resulting from consumer services industry investigations	$0.065M	$0.496M	$0.600M	$0.597M ▶ target largely met

Data Considerations: The data for this measure are obtained from a variety of sources, including manual and systems-generated sources. They are considered to be accurate and reliable.

In 2003/04, a total of $597,000 per FTE was recovered in restitution as a result of consumer services industry investigations. This figure demonstrates the level of reduced consumer harm resulting from enforcement actions against illegal activity on the part of suppliers. Achievement of this strategy serves to protect public interests by protecting consumers from victimization. It also benefits industries by providing a fair regulatory environment and enhancing consumer confidence in industries where the potential for consumer loss may be high.

Residential Tenancy Arbitrations:

Another important goal for Compliance and Consumer Services is an effective residential tenancy system. This goal is achieved through the objective of ensuring that landlord-tenant disputes are resolved in a timely manner and that parties have access to an orderly and efficient dispute resolution process.

The objective of timely resolution of landlord-tenant disputes is in turn linked to the strategy of improving the quality and accessibility of residential tenancy information. With enhanced access to improved information, landlords and tenants may be better informed of their rights and responsibilities under residential tenancy law. Parties who are better informed are more likely to resolve disputes between themselves, thereby reducing demand on the residential tenancy arbitration system and in turn improving system access for those who remain in dispute. For parties who remain in dispute and proceed to arbitration, improved residential tenancy information ensures they may be better prepared to move toward dispute resolution.

Key performance measures identified for this area are the percentage of monetary and non-monetary residential tenancy arbitrations scheduled to take place within specified time periods.

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of monetary residential tenancy arbitrations scheduled to take place within 6 weeks or less[1]	91%	91%	90%	92% ▶ target surpassed
Percentage of non-monetary residential tenancy arbitrations scheduled to take place within 12 days or less[2]	64%	83%	85%	91% ▶ target surpassed

Data Considerations: Although data entry errors may occur in the electronic scheduling system used by the Residential Tenancy Office, the data are considered to be accurate and reliable.

[1] For increased clarity, the wording of this measure has been revised from the original "percentage of monetary residential tenancy arbitrations scheduled in 6 weeks or less."

[2] The wording of this measure has been revised from the original "percentage of non-monetary residential tenancy arbitrations scheduled in 12 days or less."

The results achieved for the above measures indicate that the key strategy of improving the quality and accessibility of residential tenancy information is effective in furthering the objective of providing timely resolution of landlord-tenant disputes, thereby enhancing the efficiency of the residential tenancy system.

The results are also significant in that they indicate that the branch was able to maintain service levels while implementing the new *Residential Tenancy Act* and *Manufactured Home Park Act*, both of which came into force on January 1, 2004.

Commercial Transport Industry Safety:

The Commercial Vehicle Safety and Enforcement Division (CVSE) establishes standards that govern the operation of British Columbia's commercial transport industry to ensure an appropriate level of safety and efficiency in the operation of commercial vehicles. The goal of improving the safety and efficiency of the commercial transport industry is directly linked to the Compliance and Consumer Services Branch's goal of safer streets in every community.

Key performance measures used to assess the level of safety in the commercial transport industry are the out-of-service (OOS) rates for commercial vehicles and commercial vehicle drivers.[13]

The OOS rates for commercial vehicles and commercial vehicle drivers are compiled on the basis of statistics from random roadside inspections conducted according to standards developed by the Commercial Vehicle Safety Alliance (CVSA), a North America-wide commercial vehicle safety organization. The OOS rate for commercial vehicles is the percentage of those randomly inspected that are found to have serious safety violations that render them unsafe. The OOS rate for commercial vehicle drivers is the percentage of drivers randomly inspected who are found to be in breach of the *National Safety Code*.

[13] A commercial vehicle is taken out of service when it is ticketed for a safety violation. Commercial vehicle drivers may be taken out of service when, for example, they have exceeded the maximum allowable hours of work under the *National Safety Code*.

Performance Measures[1]	2001 Actual	2002 Actual	2003 Target	2003 Actual
Out-of-service (OOS) rate for commercial vehicles	21%	20%	+/– 2% of national average	22% (national average: 20%) ▶ target met
Out-of-service (OOS) rate for commercial vehicle drivers	2%	3.6%	+/– 2% of national average	3% (national average: 3.8%) ▶ target met

Data Considerations: The data are from CVSA roadside inspections performed annually throughout North America. In conducting the inspections, British Columbia employs randomized sampling techniques considered by the scientific community to yield statistically reliable and accurate measurement. Other jurisdictions do not report similar rigour in sampling, which may affect the comparability of results across jurisdictions or nationally. In response to this limitation, the branch will target a 19 per cent OOS rate, commencing in 2005, rather than using the target of plus or minus two per cent of the national average.

[1] These measures are reported by calendar year rather than by fiscal year. Reporting by calendar year is necessary due to the varying fiscal years employed across the CVSA member jurisdictions (Canada, United States and Mexico).

The OOS rate for commercial vehicles indicates the ministry's success in helping to enforce regulations and educate operators, and provides an indication of the industry's compliance with maintenance standards. The OOS rate for commercial vehicle drivers provides an indication of commercial vehicle operator safety. It gives the CVSE a base for monitoring driver compliance with requirements, and a base indication of industry compliance issues. More broadly, both OOS rates indicate program performance in meeting the goal of safer streets in every community. Monitoring both rates also assists the ministry in planning budget allocations.

Gaming Policy and Enforcement

Key Goal	Key Objective and Strategies
Sound management and distribution of government gaming revenues	Establish coordinated approach to support community organizations' funding requirements and responsibilities • Complete review and restructuring of Direct Access and Bingo Hall Affiliation grant programs • Implement sanctions for organizations that do not comply with grant program terms and conditions

A key goal for the Gaming Policy and Enforcement Branch has been the sound management and distribution of government gaming revenues. An objective identified for furthering this goal was to establish a coordinated approach to support community organizations' funding requirements and responsibilities, through the review and restructuring of the Direct Access and Bingo Affiliation grant programs.

Applications for Gaming Grants:

The eligibility criteria, application process and grant conditions for both the Direct Access and Bingo Affiliation programs had been lengthy, complex and restrictive. In response, the Gaming Policy and Enforcement Branch conducted a thorough review of policies and procedures, resulting in the elimination of unnecessary requirements and restrictions, a more equitable distribution of gaming funds, streamlined application processes, and significantly reduced turnaround times for community organizations.

The maximum time to process charities' complete applications for gaming grants continues to be monitored to measure ministry performance against the goal of sound management and distribution of government gaming revenues.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Maximum time to process charities' completed applications for gaming grants	6 months	12 weeks	11 weeks	11 to 12 weeks ► target largely met

Data Considerations: Through the Charitable Administration of Gaming Equity (CAGE) database, the branch tracks the date applications are received and when final decisions are communicated to applicants. The data are considered to be accurate and reliable.

Streamlined requirements, simplified application forms, a revised intake period, and reorganized staff resources have resulted in reducing the processing time required for gaming grant applications. More broadly, these results indicate that the branch is meeting its goal of sound management and distribution of government gaming revenues.

Audit, Compliance and Sanctions:

Regular compliance auditing of grant recipients, and the imposition of sanctions for non-compliance, are other important elements in a coordinated approach to community organizations' funding requirements and responsibilities.

The branch has the authority to impose administrative sanctions on licensees and grant recipients who do not comply with the *Gaming Control Act*, regulations and conditions. The branch has developed an administrative sanctions schedule that describes the range of sanctions that may be imposed by the branch for first and subsequent violations. Compliance is determined through regular and random audits of recipient community organizations' use of gaming proceeds.

The following performance measures have been developed since the publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*, and will be used to monitor the branch's auditing activity and compliance levels among funding recipients.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of grant recipients randomly audited	Data not available	Data not available	N/A	5%
Percentage of grant recipients randomly audited who are found to be in compliance	Data not available	Data not available	N/A	70%

Data Considerations: Since April 1, 2003, the branch tracks community organization audits and produces monthly reports detailing the number of organizations audited and the number found to be in compliance. The data are considered to be accurate and reliable.

Liquor Control and Licensing

Key Goal	Key Objectives and Strategies
Increased voluntary compliance by licensees	Increase licensee compliance through enforcement focused on public safety • Focus inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol • Target inspection resources on high-risk problem establishments
Liquor control decisions that reflect community standards	Ensure new liquor-primary licensing decisions are effectively reviewed by local government and have community support • Set terms and conditions for hours, size and entertainment that are consistent with community standards

Inspections and Licensee Compliance:

Increased voluntary compliance by licensees is a key goal of the Liquor Control and Licensing Branch. Industry members must acknowledge and accept that with the privilege of holding a liquor licence and maintaining a livelihood through the sale of liquor, comes a legal responsibility to minimize harm to their liquor-consuming customers and to any individual or community affected by the consumption of liquor in their establishments.

Increasing the presence of enforcement staff in licensed establishments and at events where liquor is served is an important element in achieving greater industry cooperation in reducing the problems associated with liquor misuse. Increasing the number of inspections and investigations is intended to achieve several outcomes: to raise awareness among liquor licensees that their performance in complying with regulations is being monitored; to provide professional advice and educational assistance to licensees who need to improve their understanding of their legal obligations as operators of licensed establishments; and to facilitate cooperative efforts with local police, fire, health and other organizations interested in reducing harm caused by liquor misuse. Together, these results should lead to improved voluntary compliance within the industry, thereby enhancing public safety.

The following key performance measures are used by the ministry to monitor enforcement activity and assess progress toward achieving the goal of increased voluntary compliance by licensees.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of inspections	12,680	12,604	15,000	19,034 ▶ target surpassed

Data Considerations: The sources of data for this measure are the inspectors' records of completed liquor inspections which are entered into the branch's POSSE database. The data are considered to be accurate and reliable. While there may at times be a slight delay in data entry by inspectors, over a 12-month period any delay is unlikely to significantly affect overall results.

The result for this measure is particularly significant in light of recent changes in programs and responsibilities within the branch. These changes required significant periods of training and education regarding new procedures and policies. Under these circumstances, it was fully expected that it would take several years for the compliance program to stabilize and for the number of inspections to increase. Compliance and enforcement activities were greater than expected due to an additional number of compliance and enforcement projects during 2003/04, such as the Minor ID Program and illicit alcohol inspections.

Performance Measure	2001/02 Estimate	2002/03 Estimate	2003/04 Target	2003/04 Actual
Percentage of licensees found to be in compliance	79%	79%	68%	81% ▶ target surpassed

Data Considerations: For the years prior to 2003/04 this measure was reported as an estimate due to data unavailability. The data for 2003/04, obtained from inspector records, are considered to be accurate and reliable. The data provide a high level summary of licensee compliance. More detailed reports assessing different types of establishments by region or community are under development.

The relatively low target established for 2003/04 was an estimate based on the assumption that licensees confronted with a new regulatory program focused on specific public safety issues may require a period of adjustment. In fact, licensee compliance was maintained and even slightly improved over the 2002/03 estimate. This may have resulted from the substantial increase in establishment inspections and from specific compliance projects that directed licensee attention on their public safety responsibilities.

The rate of compliance among licensees indicates the level at which licensees understand and are willing to cooperate with the liquor regulatory framework. An increase in compliance indicates that liquor misuse may be decreasing, leading to increased public safety for British Columbians.

Community Support for Liquor Control Decisions:

A second key goal of the Liquor Control and Licensing Branch are liquor control decisions that reflect community standards. Directly linked to this goal is the objective of ensuring

that new liquor licensing decisions are reviewed by local government and have community support.

A new performance measure that has been under development since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006* is the participation rate of local governments/First Nations in assessing new liquor primary applications. During the liquor-primary licensing process, local governments/First Nations are provided with an opportunity to comment on the licence application. Local governments/First Nations may opt out of the consultation process for any or all applications. In these cases, the General Manager of the Liquor Control and Licensing Branch must provide an opportunity for residents of an area to provide comments in respect of the licence application.

Performance data for this measure are not yet available but will be provided in the next annual report. This measure will be used to assess progress toward increased participation by local governments/First Nations in liquor control decisions.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of local governments participating in assessing new liquor primary applications	Data not available	Data not available	N/A	Data not available

Data Considerations: This measure is still under development. The data will be obtained by accessing the POSSE database and determining the number of new liquor-primary licences that were issued in the fiscal year, then determining how many licences local governments/First Nations assessed.

Another element in ensuring that community standards are met is making certain that problem establishments are dealt with quickly in the enforcement hearing process. Reducing the time between the non-compliant behaviour of the licensee and the decision to impose a penalty may increase the impact on contravening licensees. This should also increase the likelihood that licensees will voluntarily comply with British Columbia's liquor laws, thereby increasing public safety by reducing the harm caused by liquor misuse.

Performance Measure	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Time to reach an enforcement decision or waiver[1]	120 days	171 days	100 days	81 days ▶ target surpassed

Data Considerations: The source of data for this measure are records of Notices of Enforcement Action (NOEA) issued and waiver and hearing decision dates, which are entered in the branch's POSSE database. The data are considered to be accurate and reliable.

[1] For increased clarity, the wording of this measure has been revised from the original "time to complete enforcement hearings and take action."

Prior to 2003/04, this measure calculated the average time it took to provide a written hearing decision following the initial notification of enforcement action. The branch subsequently amended this measure to include waivers in the calculation as this is more reflective of the work the branch does to conclude the enforcement process. This change

affects the 2003/04 result significantly, reducing the average number of days, as notifications of enforcement action leading to waivers usually take a much shorter time to conclude than those leading to hearing decisions. In addition, a larger number of waivers were signed than expected, reducing the time even further.

The projection for 2003/04 took into consideration the inclusion of waivers as a decision-making process. The result therefore demonstrates that the hearing and decision-making process has improved, and that the waiver process is efficient.

System Indicators

This report has focused largely on performance measures for core business areas, as opposed to system indicators. Performance measures for core business areas relate to specific activities that are conducted within each separate business area. Responsibility for this kind of performance measure and control over results reside largely within each respective business area.

However, there are other broader measures of performance that do not fall exclusively under the auspices of a single core business area or even a single ministry. These measures are referred to as system indicators, or societal indicators. System indicators are characterized by widely shared responsibility for, or control over, their outcomes.

The indicator *percentage of offenders who do not re-offend* is used by the ministry to assess the overall effectiveness of the justice system in not only managing adult offenders, but also focusing on their rehabilitation. Over the long term, one of the foremost methods of protecting citizens and communities from crime is to ensure that the criminal justice system reduces the likelihood of re-offending. Ultimately, success in reducing recidivism would result in lower crime rates, increased safety, and decreased expenditures in criminal justice.

However, criminal behaviour is a highly complex phenomenon involving many different individual and socio-economic factors. Success in reducing recidivism is not under the exclusive control of the Corrections Branch nor the ministry itself; reduced re-offending behaviour is a multifaceted outcome that involves all components of the criminal justice system as well as many other aspects of government, such as health, education and social services. For that reason, the indicator is included in this plan as supplementary performance information. It shows the percentage of offenders who are not sentenced to a subsequent offence for two years following completion of a jail sentence or upon being sentenced to community supervision.[14]

[14] This measure does not capture other indicators of re-offending behaviour, such as victimization rates, police contacts, or charges recommended by police.

Key Indicator	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of offenders who do not re-offend	71%	70%	70%	70% ► target met

Data Considerations: The data for this measure are drawn from the Corrections Branch operational system CORNET and are considered to be very reliable. The methodology developed for calculating this measure uses a two-year tracking period. It is based on a rolling average of all offenders who have been sentenced for another offence within the two year time period tracked. Consequently, for any given year, the data presented are for two years prior.

Given the global nature of this indicator, and the many factors that contribute to criminal behaviour, targeting marginal increases for offenders who *do not* re-offend is a realistic approach. Incremental decreases in recidivism will have significantly positive impacts on all aspects of the justice system, public safety, and other government services.

As global indicators of performance, these results serve as baseline information to monitor a key element of societal concern. If calculated and collected in the same manner, these data have great potential for cross-jurisdictional comparisons on reductions in re-offending amongst provinces. Having established a sound methodology for calculating recidivism for use in the field of corrections, the potential for developing other complementary indicators within justice system sectors is enhanced.

Deregulation

The ministry's regulatory mandate was broadened in spring 2003 to include Commercial Vehicle Safety and Enforcement and the Office of the Superintendent of Motor Vehicles which increased the ministry's regulatory requirement baseline from 14,503 to 30,251. The ministry's deregulation targets were therefore adjusted accordingly to a net regulatory reduction of 8.2 per cent for 2002/03 and 7.5 per cent for 2003/04.

Through significant liquor licensing and gaming regulation reforms, the ministry exceeded its 2002/03 target and achieved a net reduction of 9.3 per cent for that fiscal year. The ministry's net regulatory reduction for 2003/04 is 3.4 per cent, 4.1 per cent less than the target established; however, the ministry expects to fully meet its 2003/04 deregulation target by August 2004 as a result of consolidation, streamlining and modernization of motor vehicle regulations and policy manuals that is under way.

Performance Measure	2002/03 Actual	2003/04 Target	2003/04 Actual
Reduction of ministry's regulatory burden	net regulatory reduction of 9.3%	net regulatory reduction of 7.5%	net regulatory reduction of 3.4% ► target delayed

Report on Resources

Resource Summary by Core Business Areas

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Corrections	188,397	—	188,397	181,062	7,335[1]
Policing and Community Safety	239,055	20,118	259,173	267,723	(8,550)[2]
Compliance and Consumer Services	36,018	—	36,018	34,757	1,261[3]
Gaming Policy and Enforcement	15,393	—	15,393	14,790	603[4]
Liquor Control and Licensing	1	—	1	14	(13)[5]
Executive and Support Services[6]	1,998	2,808	4,806	5,442	(636)[7]
Statutory and Special Accounts[8]	25,822	70,506	96,328	95,757	571[9]
Transfer from the General Account to the Inmate Work Program	—	(695)	(695)	(695)	—
Total	**506,684**	**92,737**	**599,421**	**598,850**	**571**

[1] Variance of $7,335 is primarily due to early implementation of correctional facility closures and other Service Plan reduction initiatives.

[2] Variance of ($8,550) is primarily due to policing for additional municipalities with a population under 5,000 and RCMP salary increases.

[3] Variance of $1,261 is primarily due to delays in implementing driver fitness policy and program changes.

[4] Variance of $603 is primarily due to efficiencies in the Problem Gambling Program and delays in recruiting staff.

[5] Variance of ($13) is due to administrative delays in processing final accounting entries.

[6] This business area consists of the offices of the Minister and Deputy Minister, and various agencies, boards and commissions, including salaries, benefits and allowances and operating expenditures. It also includes the budget for centralized capital acquisitions for the ministry.

[7] Variance of ($636) is primarily due to extraordinary leave liability charge for pre-retirement, employee leave and other adjustments.

[8] This business area provides for payments made under the *Emergency Program Act*, funds services as provided in the *Victims of Crime Act*, and provides payments for expenditures under the Inmate Work Program Special Account.

[9] Variance of $571 is primarily due to reduced payments to the British Columbia Neurotrauma Fund as a result of lower *Victims of Crime Act* fine revenue, and lower Inmate Work Program (IWP) costs due to the relocation/delay of some of the IWPs.

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Full-time Equivalents (FTEs)					
Corrections	1,960	—	1,960	1,817	143[10]
Policing and Community Safety	210	—	210	224	(14)[11]
Compliance and Consumer Services	416	—	416	385	31[12]
Gaming Policy and Enforcement	117	—	117	116	1
Liquor Control and Licensing	104	—	104	104	—
Executive and Support Services[13]	20	—	20	13	7
Total	**2,827**	**—**	**2,827**	**2,659**	**168**

[10] Variance of 143 FTEs is primarily due to the early implementation of correctional facility closures and other Service Plan reduction initiatives.

[11] Variance of (14) FTEs is primarily due to structural FTE shortfall for the Protection Order Registry program, and an increased number of coroners.

[12] Variance of 31 FTEs is primarily due to delays in recruiting staff.

[13] This business area consists of the offices of the Minister and Deputy Minister, and various agencies, boards and commissions, including salaries, benefits and allowances and operating expenditures. It also includes the budget for centralized capital acquisitions for the ministry.

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (CRF) ($000)					
Corrections	2,659	—	2,659	2,947	(288)[14]
Policing and Community Safety	1,766	—	1,766	1,641	125[15]
Compliance and Consumer Services	1,627	—	1,627	1,368	259[16]
Gaming Policy and Enforcement	20	—	20	240	(220)[17]
Liquor Control and Licensing	905	—	905	628	277[18]
Executive and Support Services[19]	360	—	360	(2,381)	2,741[20]
Statutory and Special Accounts	93	—	93	12	81
Total	**7,430**	**—**	**7,430**	**4,455**	**2,975**
Consolidated Capital Plan Expenditures (CCP) ($000)					
Corrections	—	—	—	3,012	(3,012)[21]
Total	**—**	**—**	**—**	**3,012**	**(3,012)**

[14] Variance of ($288) is due to development costs related to a new prisoner management system.

[15] Variance of $125 is primarily due to deferrals of computer system enhancements.

[16] Variance of $259 is primarily due to deferrals of computer system enhancements.

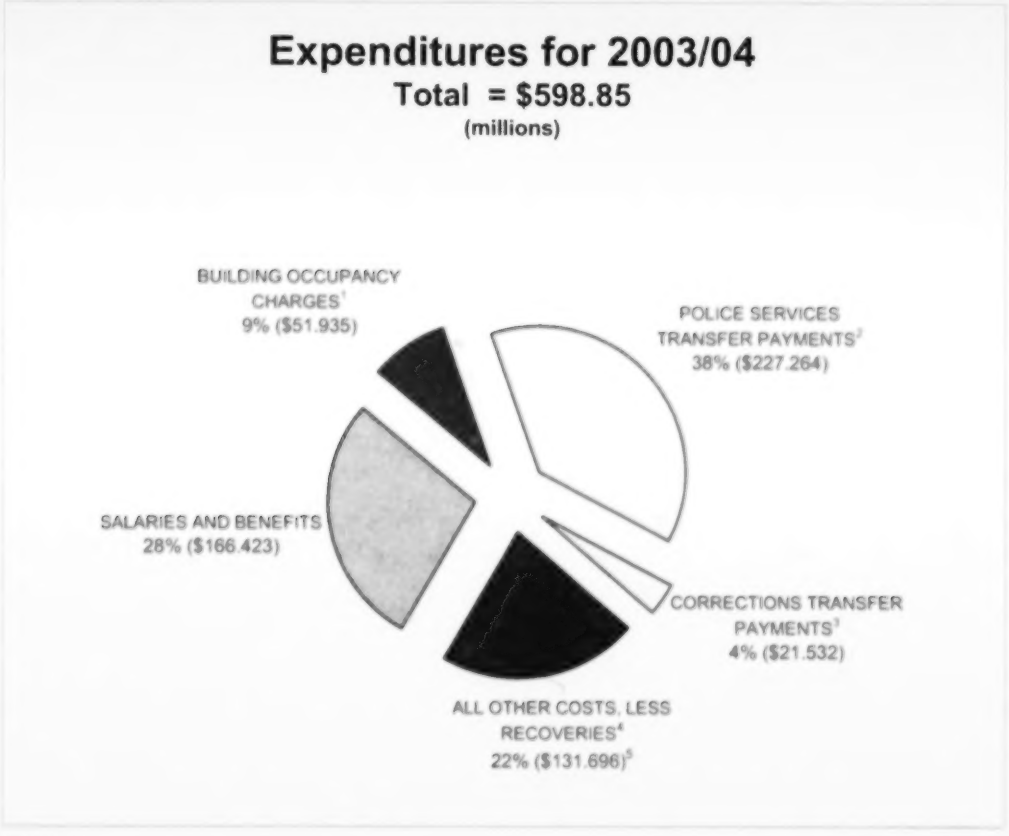
[17] Variance of ($220) is primarily due to unanticipated costs for gaming licensing systems.

[18] Variance of $277 is primarily due to reduced scope of information systems development project.

[19] This business area consists of the offices of the Minister and Deputy Minister, and various agencies, boards and commissions, including salaries, benefits and allowances and operating expenditures. It also includes the budget for centralized capital acquisitions for the ministry.

[20] Variance of $2,741 is primarily due to prior year capital expenditure adjustments.

[21] Variance of ($3,012) is due to renovation and upgrading projects at several correctional facilities which were required to accomplish Service Plan reduction initiatives.



Notes:

[1] Cost of space occupied by the ministry, including correctional facilities.

[2] Includes RCMP policing costs in the province.

[3] Includes costs related to services to inmates and persons on probation.

[4] All remaining costs such as asset amortization, contracted expenditures and transfers to external parties, less payments received from the federal government and other parties external to the ministry for various program costs.

[5] Includes $64.0 million in transfer payments related to forest fire and flooding events in 2003, including payments to emergency coordination centres, the Office of the Fire Commissioner, and the RCMP, and compensation to individuals who incurred non-insurable losses as a result of the disasters.

Appendix: Performance Overview

This appendix complements the key performance information already discussed in this report. It provides an overview of all of the goals, objectives, strategies and performance measures identified in the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006.*

Corrections

Goal	Objectives and Strategies
Communities that are safe from high-risk offenders	Enforce court orders efficiently and effectively • Provide custody and community supervision to offenders • Consolidate resources while maintaining staff and offender safety
	Manage offenders based on risk to re-offend • Conduct offender risk/needs assessments to determine appropriate supervision
	Reduce risk of re-offending • Provide core programs that target offender risk and need

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Average daily count of offenders in adult custody[1]	2,202	2,064	2,016[2]	2,049
Average number of offenders under community supervision[3]	21,662	20,635	20,891[4]	19,859
Percentage of offender risk/needs assessments completed[5]	86%	88%	85%	88%
Percentage of enrolled offenders successfully completing core programs[6]	86%	76%	75%	71%
Percentage of offenders who do not re-offend[7]	71%	70%	70%	70%
Offender-to-caseworker ratios[8]	70:1	69:1	73:1[9]	73:1
Inmate-to-staff ratios[10]	20:1	Up to 45:1	Up to 45:1[11]	Up to 45:1
Consolidation of community operations[12]	58 offices	53 offices	53 offices	51 offices
Consolidation of adult custody operations[13]	20 centres operational	11 centres operational; 6 centres expanded	11 centres operational	10 centres operational

[1] Although the Corrections Branch continues to forecast and rely on these data as workload indicators, they will no longer be reported for performance purposes. As the counts are dependent on court sentences, actual targets cannot be established for them.

[2] The count shown here is a forecast. Actual targets cannot be set because Corrections workload is dependent upon court sentences.

[3] Although the Corrections Branch continues to forecast and rely on these data as workload indicators, they will no longer be reported for performance purposes. As the counts are dependent on court sentences, actual targets cannot be established for them.

[4] The count shown here is a forecast. Actual targets cannot be set because Corrections workload is dependent upon court sentences.

[5] This measure is discussed in more detail in the section of the report entitled Key Performance Results.

[6] This measure is discussed in more detail in the section of the report entitled Key Performance Results.

[7] This indicator is discussed in more detail in the section of the report entitled Key Indicators.

[8] This measure will no longer be reported on for performance purposes by the Corrections Branch. The measure was established to monitor and report on the reduction targets established for the branch in fiscal year 2002/03 and as the branch has successfully met all the targets identified, there is no need for further reporting on the measure.

[9] The ratio shown here is a forecast. Actual targets cannot be set because Corrections workload is dependent upon court sentences.

[10] This measure will no longer be reported on for performance purposes by the Corrections Branch. The measure was established to monitor and report on the reduction targets established for the branch in fiscal year 2002/03 and as the branch has successfully met all the targets identified, there is no need for further reporting on the measure.

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[12] This measure will no longer be reported on for performance purposes by the Corrections Branch. The measure was established to monitor and report on the reduction targets established for the branch in fiscal year 2002/03 and as the branch has successfully met all the targets identified, there is no need for further reporting on the measure.

[13] Ibid.

Policing and Community Safety

Goals	Objectives and Strategies
Adequate, effective and accountable policing and law enforcement throughout British Columbia	Enhance effectiveness of police agencies through technological, structural and operational changes • Focus on critical infrastructure, specialized police services, and other enhancement projects • Integrate overlapping and duplicate police services
	Ensure police have adequate resources to protect the public and apprehend offenders • Administer and monitor agreements for the delivery of RCMP services • Restructure police financing to ensure equity in funding police costs
	Ensure that appropriate and effective accountability mechanisms are in place • Implement accountability measures resulting from evaluations and internal audits • Update training requirements, curricula and training regulations • Improve appointment and training processes for Police Board members
Enhanced community safety	Make communities and schools safer • Strengthen and continue community-based restorative justice initiatives (Community Accountability Programs (CAPs)), and support the initiation of new CAPs • Enhance the safety of vulnerable citizens by promoting greater awareness of police powers to enforce civil and criminal protection orders[1] • Continue to support all communities, especially First Nations communities, in developing crime prevention and restorative justice programs
	Protect children • Provide criminal record checks for individuals working with or afforded unsupervised access to children • Support communities in developing strategies to prevent youth crime, violence, bullying and sexual exploitation of children and youth
	Enhance public safety and confidence in the private security industry • Strengthen government oversight of the private security industry
	Ensure that no unexplained death is overlooked, concealed or ignored • Provide onsite coroners investigations

[1] For increased clarity, the wording of this strategy has been changed since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006.*

Goals	Objectives and Strategies
Enhanced support for victims of crime	Enhance the delivery of victim services programs • Improve access and timely provision of benefits and services for victims of crime • Streamline service delivery under a victims mandate and provide more appropriate benefits and services to all claimants • Provide equitable access to victims services by funding 24 new police-based and community-based victims service programs and implementing a 24-hour, provincewide crisis line for victims of family and sexual violence
Reduced financial costs associated with emergencies and disasters	Maintain effective awareness, preparedness, response and recovery programs • Enhance public and multi-jurisdictional cooperation • Employ the use of technology to achieve faster and fuller return of federal Disaster Financial Assistance (DFA) contributions • Maintain the readiness status of provincial emergency programs and continue to expand the capabilities of trained and experienced staff

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of policing enhancement projects[1]	1 project piloted	4 projects initiated	Total of 8 projects initiated and 3 completed	Total of 8 projects initiated and 4 completed
Number of communities participating in problem-solving approaches to crime	20	32	29	89[2]
Number of First Nations communities developing crime prevention programs that are culturally appropriate	6	34	10	39[3]
Number of Community Accountability Programs (CAPs) funded[4]	63	76	76	89
Number of community-based, youth crime, violence, bullying and sexual exploitation projects funded[5]	250	200	303 (adjusted to 225 in response to 2002/03 actual)	273
Percentage of British Columbians reporting satisfaction with their personal safety from crime[6]	84%	Data not available	N/A	Data not available

[1] This measure is discussed in more detail in the section of the report entitled Key Performance Results.

[2] This significant variance is primarily the result of one highly successful initiative. Representatives from 70 communities attended the Provincial Meeting of Local Governments on Crime Prevention and Community Safety, bringing together nearly 100 elected and appointed senior government officials to provide tools, training and support towards their participation in the development of community-based crime prevention strategies. Delegates attending this meeting committed to engaging in follow-up activities to further support community-based strategies through a new municipal network on crime prevention and community safety.

[3] This variance is largely due to too conservative a target established for 2003/04.

[4] This measure is discussed in more detail in the section of the report entitled Key Performance Results.

[5] This measure is discussed in more detail in the section of the report entitled Key Performance Results.

[6] Data will not be available for this measure until 2005 when the results of the 2004 *Statistics Canada General Social Survey* are released. This measure will no longer be reported by the ministry for performance reporting purposes because results are beyond the scope of the ministry's control.

Compliance and Consumer Services

Goals	Objectives and Strategies
Public interests are protected as industries prosper	Provide services that protect the public interest while promoting fairness and understanding in the marketplace • Move regulated consumer industries toward self-management • Implement new legislation and regulations for consumer industries • Improve quality of consumer information on film classifications and warnings • Take targeted enforcement action to reduce consumer victimization
An efficient residential tenancy system	Provide timely and accessible resolution of landlord-tenant disputes • Implement new residential tenancy legislation • Improve quality of residential tenancy information • Provide residential tenancy information more efficiently through the Internet and information clinics
Safer streets in every community	Improve driver safety and commercial transport industry compliance • Review and modify driver and commercial transport regulations, eliminating unnecessary regulations • Improve ability to focus on driver safety initiatives by making business practices more efficient • Reduce overlap between enforcement agencies • Pursue increased cooperation and integration between police and compliance enforcement services

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Percentage of non-monetary residential tenancy arbitrations scheduled to take place within 12 days or less[1]	64%	83%	85%	91%
Percentage of monetary residential tenancy arbitrations scheduled to take place within 6 weeks or less[2]	91%	91%	90%	92%
Driver safety rate[3]	Accurate data not available	Accurate data not available	N/A	Accurate data not available
Out-of-service (OOS) rate for commercial vehicles[4]	21%	20%	+/–2% of national average	22% (national average is 20%)
Out-of-service (OOS) rate for commercial vehicle drivers[5]	2%	3.6%	+/–2% of national average	3% (national average is 3.8%)
Reduced film licence categories	13	13	5	13[6]
Reduced film fees categories	28	28	5	28[7]
Dollars per FTE in restitution resulting from consumer services industry investigations[8]	$0.065M	$0.496M	$0.600M	$0.597M

[1] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[2] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[3] Due to data accuracy limitations identified since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006*, driver safety rate will not be reported by the ministry. In conjunction with the Insurance Corporation of British Columbia, the Office of the Superintendent of Motor Vehicles is developing more accurate and reliable methods of measuring progress toward improved driver safety.

[4] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[5] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[6] The Film Classification Office was unable to implement the reduction in film licence categories targeted for 2003/04 because the reduction was dependent on anticipated changes to the supporting licensing and classification system. Implementation of the reduction is expected for 2004/05.

[7] The Film Classification Office was unable to implement the reduction in film fee categories targeted for 2003/04 because the reduction was dependent on anticipated changes to the supporting licensing and classification system. Implementation of the reduction is expected for 2004/05.

[8] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

Gaming Policy and Enforcement

Goals	Objectives and Strategies
Sound regulatory and enforcement framework governing gaming	Ensure gaming is well-regulated and illegal activity is addressed • Develop and implement comprehensive gaming policies and industry-wide public interest standards • Eliminate unnecessary requirements on service providers and participants • Develop and implement comprehensive Illegal Gambling Strategy • Investigate incidents at gaming facilities and support police investigations
Sound management and distribution of government gaming revenues	Establish coordinated approach to support community organizations' funding requirements and responsibilities • Complete review and restructuring of grant programs (Direct Access and Bingo Hall Affiliation) • Implement sanctions for organizations that do not comply with grant program terms and conditions
Public and stakeholder confidence in government's management of gaming	Improve public and stakeholder awareness and increase satisfaction with government's management of gaming • Develop and implement the Responsible Gambling Strategy, including the Problem Gambling Program • Monitor public and stakeholder satisfaction with management of gaming

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Gaming Control Act and Regulations[1]	Draft Act approved	*Gaming Control Act* and Regulations came into force August 2002	Legislation fully implemented	Legislation fully implemented
Public satisfaction rate with government management of gaming[2]	Data not available	Data not available	Improvement over base rate	Data not available
Maximum time to process charities' complete applications for gaming grants[3]	6 months	12 weeks	11 weeks	11 to 12 weeks

[1] This measure will no longer be reported on for performance purposes by Gaming Policy and Enforcement. The measure was established to monitor and report on legislation milestones that have now been met.

[2] Current resources do not allow for public satisfaction surveys to be conducted on an annual basis. This measure is therefore being eliminated by the ministry for performance reporting purposes.

[3] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

Liquor Control and Licensing

Goals	Objectives and Strategies
Increased voluntary compliance by licensees	Increase licensee compliance through enforcement focused on public safety • Focus inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol • Target inspection resources on high-risk problem establishments • Create tools to identify high-risk establishments in consultation with local governments, police, schools and licensees
Liquor control decisions that reflect community standards	Ensure new Liquor-Primary licensing decisions are effectively reviewed by local government and have community support • Provide local governments with community health indicators to better assess licence applications • Set terms and conditions for hours, size and entertainment that are consistent with community standards
Increased public safety	Reduce unnecessary regulations not focused on public safety and strengthen those that are • Reduce number of licence classes and detail associated with each class • Eliminate unnecessary liquor advertising regulations • Improve Server Training Program to strengthen service to minors and over-service education components

Performance Measures	2001/02 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual
Number of inspections[1]	12,680	12,604	15,000	19,034
Number of contravention notices[2]	714	1,023	730	1,763
Number of illicit alcohol investigations and inspections[3]	0	0	4	52
Percentage of regulatory requirements eliminated[4]	N/A	29%	0%	4%
Number of licences issued without community support[5]	0	0	0	0
Percentage of licensees who are found in compliance[6]	79%	79%	68%	81%
Number of complaints received from police	Data not available	257	215	260
Time to reach an enforcement decision or waiver[7]	120 days	171 days	100 days	81 days
Time to acquire a liquor-primary licence (excluding processing by applicant or local government)[8]	6 months	5 months	4 months	6 months

[1] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[2] This measure will no longer be reported by the ministry for performance reporting purposes. The number of contravention notices may reflect licensee behaviour as observed by liquor inspectors, but not all contravention notices result in enforcement action. Many contravention notices result in compliance meetings between inspectors and licensees which enable both parties to cooperatively address the operating problems of the establishment and to ensure licensees understand their obligations under the law.

[3] This measure has been modified since publication of the *Ministry of Public Safety and Solicitor General Service Plan 2003/2004 to 2005/2006* to include illicit alcohol inspections as well as investigations in order to more clearly reflect the extent of and methods of illicit alcohol enforcement.

[4] This measure will no longer be reported by the ministry as the Liquor Control and Licensing Branch has now met the government's objective of reducing regulatory requirements by 33 per cent.

[5] This measure has been eliminated and replaced with the new performance measure "percentage of local governments participating in assessing new liquor primary applications." The new measure is discussed in more detail in the section of the report entitled Key Performance Results.

[6] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.

[7] For increased clarity, the wording of this measure has been revised from the original "time to complete enforcement hearings and take action." The measure is discussed in more detail in the section entitled Key Performance Results.

[8] This performance measure is discussed in more detail in the section of the report entitled Key Performance Results.